



## ABSTRACT AND BIOGRAPHY

### Using Cases to Learn from Experience

NASA has been making more and more use of case studies as a learning tool to transfer experiential knowledge to others. The NASA Safety Center hosts the official NASA collection of all Mishap Reports and also produces the series of "System Failure Case Studies." The Goddard Office of Chief Knowledge Officer has developed over 50 teaching cases from successes, failures and close calls. Several short examples of each will be presented to demonstrate how cases can be effectively used to spread lessons learned. This will be an interactive session dealing with short cases.

**Dr. Edward Rogers**  
***Chief Knowledge Officer***  
**NASA Goddard Space Flight Center**

Dr. Edward Rogers is currently the Chief Knowledge Officer at Goddard Space Flight Center. He has run the Knowledge Management Office at GSFC since 2003, where he set the course for Goddard's learning initiatives through the "Goddard Plan for a Learning Organization."

Some of the knowledge sharing activities he initiated include the popular Road to Mission Success Course, the Pause and Learn process, and case studies. Part of Dr. Rogers' responsibility is to support Goddard projects through enhancing individual and team learning to improve mission success.

Dr. Rogers received a Ph.D. from Cornell University's School of Industrial and Labor Relations focusing on the role of cooperation in high tech firms. In the early 1980s he performed five years of international relief work in Southern Lebanon. Prior to returning to academic work at Cornell, Dr. Rogers operated a private consulting business focused on knowledge workers and intelligent enterprise. His research work applies game theory models to human behavior in organizations. He has consulted with a number of organizations on building conceptual transparency and leveraging collective knowledge.

Before joining NASA he taught strategic management and entrepreneurship in the College of Administrative Science at the University of Alabama in Huntsville where he was known for his practical application of business knowledge.

**Bryan O'Connor**  
***Chief, Safety and Mission Assurance***  
**NASA Headquarters**

Bryan O'Connor is the Chief, Safety and Mission Assurance, Office of Safety and Mission Assurance, at the National Aeronautics and Space Administration (NASA)



# PROJECT MANAGEMENT CHALLENGE 2009

*Sixth Annual NASA Project Management Seminar*

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Headquarters in Washington, DC. He has functional responsibility for safety, reliability, maintainability, and quality assurance for all NASA programs and institutions.

Mr. O'Connor began his career in the United States Marine Corps where he flew as an attack pilot and test pilot in a number of different aircraft. He was selected for the NASA astronaut program in 1980 and served in several positions supporting the first test flights of the Space Shuttle. With more than 20 years of experience with NASA, Mr. O'Connor has guided some of the Agency's most important efforts, including the Space Shuttle's return to flight after the Challenger disaster, the redesign of the Space Station Freedom to the International Space Station, and the Space Shuttle program partnership with Russia on the Shuttle-Mir program.

Mr. O'Connor holds a bachelor's degree in engineering from the United States Naval Academy and a master's degree in aeronautical systems from the University of West Florida. He has flown more than 5,000 hours in over 40 types of aircraft, and he has almost 400 hours in space on two Space Shuttle flights (pilot on STS-61B and commander for STS-40).

**Alan H. Phillips**  
***Director, NASA Safety Center***  
**NASA Glenn Research Center**

Prior to his selection as the Director of the NASA Safety Center, Mr. Phillips led Langley Research Center's Office of Safety and Mission Assurance, in Hampton, VA for four years, after being accepted as a member of the Senior Executive Service. In this position, Mr. Phillips led and managed the Center's institutional safety and mission assurance programs, with a staff of over 65 employees and an annual budget in excess of \$3.2 M.

From 1994 until 2002, Mr. Phillips held progressive supervisory positions first as the head of the Facility Assurance Section and later as the Safety Manager at the Langley Research Center, overseeing facility systems and industrial safety and occupational health programs for the Center's civil servant and contractor populations. Also during this period, Mr. Phillips managed the Center's certification (and recertification) as the first federal work-site in the nation to be recognized in OSHA's Voluntary Protection Program as a STAR participant, OSHA's highest level of recognition for exemplary safety and health programs.

From 1987 until 1989, Mr. Phillips served for seven years as a Facility Systems Safety Engineer for NASA LaRC's 8-Foot High Temperature Tunnel Modification Project, a \$25M effort to prepare the facility for scramjet engine testing.

Mr. Phillips also obtained 5 years of start-up and test engineering experience in the commercial nuclear power industry, leading the successful start-up of several balance of plant systems proceeding to successful power ascension testing of the Shearon Harris



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Nuclear Power Plant in New Hill, NC. Mr. Phillips is a graduate of North Carolina State University with a Bachelor of Science Degree in Mechanical Engineering, and is licensed as a Professional Engineer in the State of North Carolina. In 1991, Mr. Phillips earned his Masters of Engineering Management from George Washington University.

Mr. Phillips is married and has been blessed with triplet boys who are currently 12 years old.